



A VISION FOR THE FUTURE OF LOS ANGELES:

## Action Plan for the City's Children, Youth and Their Families



City of Los Angeles  
Commission for Children, Youth  
and Their Families

LEADING THE WAY TO A FAMILY FRIENDLY CITY

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*Special thanks to the staff and parents of the Joy Picus Child Care Center for sharing the faces of their beautiful children in this report.*





SECTION I  

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INTRODUCTION

### Planning for the City's Children

The 1995 LA4KIDS report: *A Youth Agenda for the 1990's and Beyond*, examined the role and operation of Los Angeles City government as it currently serves children, youth and their families, and developed a series of recommendations to improve local government's ability to enhance the quality of life for young people in the City. The report found that:

One out of 4 people in the City of Los Angeles was under age 18, and of these 860,000 young people:

- 2 out of 3 lived with a married couple
- 1 out of 5 lived in a female-headed household
- 4 out of 5 had both parents or a single parent in the workforce
- 1 out of 4 lived in poverty
- 1 was murdered each week



Although county governments play a major role in administering state and federal health and human service programs, cities share the responsibility with all levels of government to ensure that community needs are addressed and met. Cities play a leadership role in assisting residents in the task of building healthy communities.

The 1995 report also found that there were more than 100 city-funded programs targeted specifically for children, youth and families with an expenditure of \$215 million for FY 94-95, and that this amount

represented less than \$250 per child per year. Among the most important findings was that there was no formal mechanism identified for overall coordination or evaluation of the results of these expenditures. The consequence is a fragmented approach to services, making it almost impossible to estimate the total number of children or families served by city programs.

As envisioned by the authors of that first report, the Commission for Children, Youth and Their Families (CCYF) was established, and it now calls upon City agencies to vastly improve coordination of services, to invest City resources more equitably in children, and to create a City that:

- listens to, involves and responds to its residents, and leverages government and community expertise and resources to benefit all of its children, youth and families;
- ensures clean, safe and economically viable neighborhoods where children and their families want to live; and
- ensures that every child and adolescent has something to do, someone to do it with and a safe place to do it.

Although issues impacting children and family issues have moved to the top of the City's public agenda in the last few years, many of our children still face social and economic challenges in their everyday lives. Current data tells us that nearly 1 million (981,388 or 27%) of the City's 3.7 million residents are under 18 years of age. Two thirds (66%) of young people, age 17 or younger, live below 200% of poverty and 36% live in extreme poverty (below 100% of the 2000 Federal Poverty Level). Overall, 36% of the City's residents have no health insurance. And births to teens represent 11.5% of all live births in the City.

Certain communities would significantly benefit from specific policies increasing employment, household income, and family support programs since the youth

population is not evenly distributed throughout the City, ranging from a low of 40,000 in Council District 5 to approximately 94,000 in Council District 7. In 7 of the 15 Council Districts, no one ethnic group constitutes a majority.

In addition, a fragmented system of services, the lack of capacity to collect, analyze and disseminate information, the lack of criteria against which city activities can be evaluated, and inadequate communication systems across departments, persist as challenges that prevent the City from being responsive to the needs of families.

These findings and the changes envisioned to make Los Angeles more responsive to families demand better coordination among City-funded agencies, a shared sense of responsibility between City and County agencies, and strategic partnerships among key systems, like the Los Angeles Unified School District, that serve children and youth.

### Charge to the Commission

The Commission for Children, Youth and Their Families was established by ordinance in 1995. Under the guidance of volunteer Commissioners, including a youth member under the age of 19, the Commission acts as a focal point within the City to:

- coordinate and evaluate efforts to serve the City’s children, youth and their families;
- work with City departments to enhance their programs
- advise the Mayor and City Council on policy issues related to children, youth and families;
- annually review and update the City’s legislative policy regarding children, youth and family issues; and
- listen to and advocate for children and families both within the City infrastructure and in communities.

(ORDINANCE SEC. 8.317)

Commissioners and staff often represent the City’s interests with other governmental, private and non-profit agencies and in key policy dialogues where the City was not previously included. It also supports the City’s Child Care Director who is responsible for the implementation of the City’s Child Care Policy, and a Youth Council which encourages and supports the involvement of young residents in their community and with City government.

The Commission has worked with City Departments to increase and enhance services to children and families, avoid duplication, and improve the use of scarce resources. It proposes to strengthen policy level discussions in a more organized way through the convening of an “Interdepartmental Team4Kids” (IT4K), a problem-solving and policy forum composed of key department managers.

But the Commission believes that the involvement of residents with the political systems of which they are a part is the best way to ensure strong, healthy communities and environments where children can grow to become healthy and productive adults. Local “Neighborhood Networks4Kids” (NN4K) have been established by Commission staff in various communities across the City. Their purpose is to better link City services with communities and neighborhoods, and to strengthen the local infrastructure for problem solving and joint planning to improve the quality of life for children. The connection between the NN4Ks and the neighborhood councils being developed as a result of the new City Charter, can greatly enhance the voice of local residents in policy discussions, and the quality of services provided to children, youth and their families.

City government has recognized its responsibility to all children in many different ways. The Commission hopes to play a critical role in helping City agencies define the terms of that relationship in a way that will measure the adequacy of their collective responses in the future.

## Developing the Framework



The Commission has been working on a strategic framework and a related data report for more than a year. The process began with a candid reexamination of the Commission's own role and performance, its capacity to support current and future City activities on behalf of children and its relationships with City agencies and non-city entities. During this process, Commissioners and staff met with representatives of the Mayor's Office, Council Members and Department Managers, both before and after the Spring 2001 elections, to review and get feedback on a proposed framework for joint action. This report incorporates many of the suggestions received during that process for which the Commission is deeply grateful.

It became clear early in the process that more current data on children and families, especially delineated by council districts, was needed to develop a better picture of who the children are and how they are doing. A data profile of children and youth in the City of Los Angeles is available as a separate

report. (A summary of findings can be found in *Appendix A.*) The City will need to develop the capacity to track data on the conditions of children and families on an annual basis across agencies and programs. This is an area where the Commission can provide particular support in the future.

*This document affirms a vision for **all** children in the City of Los Angeles. It proposes a strategic framework around which City leaders, working with community leaders with the support of the Commission, can organize and measure collective, deliberate action on behalf of children and families. The framework suggests principles to make Los Angeles a "family-friendly city," proposes long-term outcomes to make the vision a reality, and proposes a short-term focus on "child safety" as an opportunity for City agencies to jointly respond to the needs of families and communities.*

Rather than working through separate, fragmented categorical programs, this framework requires the development of common priorities and programmatic service strategies to serve the entire family and its community. Instead of competing for resources, City agencies will be asked to work across systems, develop shared goals, and allocate resources to those goals.

Five citywide long-term outcome areas and related measures – previously adopted by the County of Los Angeles and the Children and Families First Proposition 10 Commission – will help assess whether City goals are being achieved as part of an overall system. The focus on "Safety and Survival" as the primary focus of short-term coordination efforts seems practical since much City activity already relates to this outcome area. Focusing joint efforts in this area can produce short-term results, and help to leverage improvement in the other four outcome areas.

This "call to action" is only a beginning. The Commission understands that the change process will be incremental, and presents this document as the first step in that effort.



SECTION II  
OUR VISION

The vision statement adopted by the Commission in 1995 reflects what must be done to support every child in the City:

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*Every Los Angeles child should reach adulthood having experienced a safe, healthy and nurturing childhood which prepares him or her to become a responsible and contributing member of the community.*

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This vision implies a shift from creating programs to treating problems, to building strong communities that provide the network of supports every family needs to raise healthy and capable children. The vision guides and holds accountable the actions of individuals, agencies and organizations that must work together on behalf of children. Subsequent agreements must be strong enough to move resources and gain wide support from a variety of people and organizations.

The mission of the Commission for Children, Youth and Their Families is to promote the City’s “Vision for Every Child” by:

- Being a focal point to coordinate the City’s efforts to serve children, youth, and their families,
- Enhancing the programs of City departments,

- Making policy recommendations to the Mayor and City Council,
- Reviewing and updating the City’s legislative policy on children, youth and family issues,
- Advocating for children, youth and families within the City structure and the community.

(ORDINANCE SEC. 8.317)

### Guiding Principles

The vision also implies basic agreement by public and private agency staff and community leaders on a set of principles for transforming the City into a child and family-friendly place. Among them are the following planning principles and specific guidelines to create a family-friendly City:

### Planning Principles

- City government has a role to play as an advocate, catalyst, broker and provider of services to ensure economically viable and safe communities.
- Citywide community and family needs are interdependent and cannot be dealt with in isolation from each other.
- Extended networks of family and community support provide valuable assistance to families with children.
- City policies should be grounded in realities facing children and their families rather than on fear or myths.
- Partnerships between City agencies and community organizations and business are essential to achieving the vision for children and youth.
- Planning should be data-driven and value-based.
- Services for children and youth must be grounded in the culture, values and experience of their community.

- Address causes, and interrelated problems, not just their symptoms.
- Open communication, with consistent messages at all levels, is critical to success.

### **Guidelines for a Family-Friendly City**

The following principles should guide decision-making and planning:

- A safe, secure and economically viable family, reinforced by a supportive community, is the best place to meet the needs of children and adolescents. Therefore, City actions will strive to support families, in their many different forms, in fulfilling their responsibilities to their children and youth.
- The City will address the underlying and systemic causes of family and community problems, such as poverty. Building healthy, safe neighborhoods with strong social, economic and physical infrastructures is the City's best approach to supporting families and their children.
- The needs of children and their families, rather than the needs of agencies or political factors, should drive resource allocation decisions. Priorities for resource allocation should target geographic areas, rather than focusing on specific "at-risk" populations.
- The needs of the diverse multi-cultural neighborhoods and populations in Los Angeles require responses that may differ from area to area. Systems, agencies and staff must ensure equitable responsiveness and flexibility at the local level to address the differing needs of communities and to improve communication and understanding among them.
- Young people and their families must play a major role in the development, governance, planning and implementation of community youth programs and advocacy efforts. All programs and services operated or funded by the City will include meaningful youth and family participation and involvement.
- Leadership and staff must be culturally responsive, reflective of neighborhoods, and effective in building partnerships and stronger communities. Service capacity should be strengthened at all levels through training and technical assistance, as well as effective hiring and deployment practices.
- Children and youth need connections and relationships. City programming and funding will give priority to those programs that engage and connect with youth on a long-term basis, rather than casual or "one-time" activities.
- Providing incentives for partnerships is more effective than promoting isolated efforts that compete against each other for funding. City planning and funding will promote collaboration across departments, promote public/private partnerships to best utilize and leverage all resources.
- Programs must be held accountable for improving conditions for children, families and communities. Desired outcomes must be specified, and the results measured and evaluated. Greater use of improved evaluation techniques will help make possible accountability in resource allocation processes.
- Technology decisions should consider and appropriately address the needs of children and their families.





**SECTION III**  
**WHAT WE WANT**  
**FOR OUR CHILDREN**

Support of families and communities consistent with the principles outlined in this plan requires a fundamental shift to participatory planning:

- a shared framework for action
- a shared language for planning across City agencies
- a focus on long-term results versus short-term projects
- continuous data development for planning and evaluation
- collaboration at multiple levels
- results and performance accountability, and
- a method of tracking progress citywide in measurable terms over time



It requires that both public and private agencies ask the question “What do we want for our children?” rather than “What does my agency (or program) do for children?” By setting citywide goals for children rather than programs or services, City leaders, the Commission and City agencies can rally around a common agenda, measure how they actually impact children’s lives over time, and begin to resolve social problems still facing many families in the City.

## Long-Term Outcome Areas

To better leverage available resources and track how children are impacted by various systems, the Commission recommends that the City adopt the desired results framework already adopted by the County of Los Angeles and the Los Angeles Children and Families First, Proposition 10 Commission.

To meet its overall goal of improving results for children and youth in Los Angeles County, the Los Angeles Children’s Planning Council (CPC) initiated a process to measure the well-being of children. It identified “outcome areas” and statistical measures, or indicators, that could be tracked from year to year. ***These outcome areas are positive expressions of child well-being and focus on the whole child, rather than on the parts served by specific service systems.*** Five outcome areas were approved by the County Board of Supervisors in 1993 and were subsequently adopted by the Proposition 10 Commission in 1999. They form the basis for a “Children’s Score Card” issued biannually since 1994 by CPC and the United Way of Greater Los Angeles to track how children are doing. The 2001 version, developed by CPC and the County Department of Health Services, will include both a children’s score card and a family and community score card. (A preview can be found in Appendix B.)

The five outcome areas adopted by the Commission, which we will urge the Mayor and City Council to adopt, are:

- **Good Health:** Children are born healthy and grow up healthy
- **Safety and Survival:** Children are safe and secure in their homes and communities
- **Economic Well-Being:** Children live in families with adequate economic resources to meet their needs
- **Social and Emotional Well-Being:** Children are valued and nurtured by their families and communities

- **Achievement & Workforce Readiness:** Children are prepared to succeed in school and youth are prepared to enter the workforce.

These broad outcome areas focus on the state of children, not the state of departments nor service systems. By adopting the same five expressions of child well-being, the Mayor and City Council can begin to track how children are doing in county-administered systems (eg. health services, foster care, juvenile justice), track citywide conditions across political or administrative boundaries, and plan services by council district based on available data.

Collaborative planning with county agencies will benefit the City’s families since the county’s largest caseloads (e.g. in domestic violence, probation, income support, foster care) are in communities within the City limits.

The process of developing appropriate measures will be incremental but will assure that decision-makers have the data they need to improve services, leverage funds and assure the well-being of children and families who live in the City of Los Angeles.

### Focus for 2002-2005: Child Safety

The Commission believes that it is possible to significantly improve the lives of children and families in neighborhoods throughout the City by shared efforts toward a common purpose. This framework suggests a long-term process that will require a collective effort, political will, leadership, community support and an investment of resources in common goals over a number of years.

As a place to start, the Commission suggests a priority focus on “Safety and Survival”, using “child safety” as a unifying theme for three years (2002-2005). Activities undertaken to impact child safety should affect indicators in all five long-term outcome areas, especially “Good Health” and “Social and Emotional Well-Being.” This focus, with an emphasis on prevention, should provide common ground for

joint action by and with City departments, service providers, community groups partnering with City agencies, and schools. Most major City functions can contribute to the goal of creating safe communities and neighborhoods.

The proposed strategies are achievable short-term actions that can be implemented incrementally over three years to improve outcomes for children and families in the City and, at the same time, create the shared infrastructure needed to jump start other significant changes.

The “safety” theme is framed at three levels: children as the highest priority, followed by youth and families. More time, and resources would be directed toward creating safe neighborhoods for younger children (a primary focus which also involves families), with a longer-term agenda developed for youth civic engagement and meeting child care needs of families (as secondary foci).



### Strategies:

**PRIMARY FOCUS:**  
Children are safe and secure in supportive communities

1. Create/expand safe corridors to and from school sites and city facilities
2. Collaborate with DONE to establish/support community councils
3. Strengthen Neighborhood Networks4Kids
4. Advocate for better transportation links for children and their families
5. Advocate for increased funding for before and after school programs
6. Work collaboratively and across various City agencies and departments to facilitate the construction of new schools and the siting of school facilities



This focus will require that the Commission and City departments inventory what programs and collaborations already exist, and evaluate them for duplication and potential for results versus activity. An inventory of what non-city agencies or groups are doing to contribute to child safety in communities with a large child population is also important. Finally, this focus also assumes that the City’s legislative agenda will complement the priorities set in the plan, beginning with child and youth safety.

**SECONDARY FOCUS:**  
Young people are welcomed in and contribute to their communities’ decisions and activities

**Strategies:**

1. Increase the number of youth on relevant City commissions and public entities
2. Develop an interdepartmental strategy to make the City more accessible to youth civic participation
3. Develop leadership training and provide technical assistance to assist youth who wish to participate
4. Increase the percent of 18 to 25 year-old voters
5. Increase the number of employed youth

6. Increase the number of youth participating in community service activities
7. Develop/support a public education campaign on youth

This focus impacts at least three long-term outcome areas: Safety & Survival, Social & Emotional Well-Being, and Achievement & Workforce Readiness.

**SECONDARY FOCUS:**  
Families have access to, and a way of paying for high quality child care where children thrive

**Strategies:**

1. Build capacity
2. Create affordability
3. Raise accountability for quality
4. Ensure excellence in teaching
5. Influence state and national policy agenda

The comprehensive approach to safety includes a commitment to increase the availability of quality child care, especially since recent studies have documented the link between quality child care and early educational success and crime prevention.



## FRAMEWORK

## ACTION PLAN 2000 – 2006

### VISION

Every Los Angeles child should reach adulthood having experienced a safe, healthy and nurturing childhood which prepares him or her to become a responsible and contributing member of the community.

### PLANNING PRINCIPLES

- City government has a role to play as an advocate, catalyst, broker and provider of services to ensure economically viable and safe communities.
- Focus resources toward the needs of children, families and communities
- Citywide community and family needs are interdependent and cannot be dealt with in isolation from each other.
- Extended networks of family and community support provide valuable alternatives to families with children.
- City policies should be grounded in realities facing children and their families rather than on fear or myths.
- Partnerships between city agencies with community organizations and businesses are essential to achieving the vision for children and youth.
- Planning should be data-driven and value-based.
- Services for children and youth must be grounded in the culture, values and experience of their community.
- Address causes, and inter-related problems, not just their symptoms.
- Open communication, with consistent messages at all levels, is critical to success.

### LEVELS OF EFFORT

- Citywide
- Council District
- Neighborhood  
(Neighborhood Networks4Kids)

### GUIDELINES FOR A FAMILY-FRIENDLY CITY

- A safe, secure and economically viable family, reinforced by a supportive community, is the best place to meet the needs of children and adolescents. Therefore, City actions will strive to support families, in their many different forms, in fulfilling their responsibilities to their children and youth.
- The City will address the underlying and systemic causes of family and community problems, such as poverty. Building healthy, safe neighborhoods with strong social, economic and physical infrastructures is the City's best approach to supporting families and their children.
- The needs of children and their families, rather than the needs of agencies or political factors, should drive resource allocation decisions. Priorities for resource allocation should target geographic areas, rather than focusing on specific of "at-risk" populations.
- The needs of the diverse multi-cultural neighborhoods and populations in Los Angeles require responses that may differ from area to area. Systems, agencies and staff must ensure equitable responsiveness and flexibility at the local level to address the differing needs of communities and to improve communication and understanding among them.
- Young people and their families must play a major role in the development, governance, planning and implementation of community youth programs and advocacy efforts. All programs and services operated or funded by the City will include meaningful youth and family participation and involvement.
- Leadership and staff must be culturally responsive, reflective of neighborhoods, and effective in building partnerships and stronger communities. Service capacity should be strengthened at all levels through training and technical assistance, as well as effective hiring and deployment practices.
- Children and youth need connections and relationships. City programming and funding will give priority to those programs that engage and connect with youth on a long-term basis, rather than casual or "one-time" activities.
- Providing incentives for partnerships is more effective than promoting isolated efforts that compete against each other for funding. City planning and funding will promote collaboration across departments, promote public/private partnerships to best utilize and leverage all resources.
- Programs must be held accountable for improving conditions for children, families and communities. Desired outcomes must be specified, and the results measured and evaluated. Greater use of improved evaluation techniques will help make possible accountability in resource allocation processes.
- Technology decisions should consider and appropriately address the needs of children and their families.

### LONG-TERM OUTCOMES

#### Good Health:

- Children are born healthy and grow up healthy
- Safety and Survival
- Children are safe and secure in their homes and communities

#### Economic Well-Being:

- Children live in families with adequate economic resources to meet their needs

#### Social and Emotional Well-Being:

- Children are valued and nurtured by their families and communities

#### Achievement & Workforce Readiness:

- Children are prepared to succeed in school and youth are prepared to enter the workforce.

### DESIRED SHORT-TERM RESULTS

#### Primary Focus:

**Children are safe and secure in supportive communities**

1. Create/expand safe corridors to and from school sites and City facilities
2. Collaborate with DONE to establish/support community councils
3. Strengthen Neighborhood Networks4Kids
4. Advocate for better transportation links for children and their families
5. Advocate for increased funding for before and after school programs
6. Work collaboratively and across various City agencies and departments to facilitate the construction of new schools and the siting of school facilities

#### Secondary Focus:

**Young people are welcomed in and contribute to their communities' decisions and activities**

1. Increase the number of youth on relevant City commissions and public entities
2. Develop an interdepartmental strategy to make the City more accessible to youth civic participation
3. Develop leadership training and provide technical assistance to assist youth who wish to participate
4. Increase the percent of 18 to 25 year-old voters
5. Increase the number of employed youth
6. Increase the number of youth participating in community service activities
7. Develop/support a public education campaign on youth

**Families have access to, and a way of paying for high quality child care where children thrive**

1. Build capacity
2. Create affordability
3. Raise accountability for quality
4. Ensure excellence in teaching
5. Influence state and national policy agenda

**Measuring Our Success**

“Effective accountability for the use of public resources requires clear and measurable outcomes and evaluation. Programs should be evaluated in terms of specified outcomes reflecting the goals of the services provided.” (LA4KIDS Report) Measuring program effectiveness across departments allows

for the targeting of limited resources where they are most needed, to direct services to underserved geographic areas, and to document the impact City services are actually having on families with children.

The capacity to identify, collect and access timely, reliable and consistent data on children, youth and families in the City will be an ongoing critical support goal for the Commission.

**Working Together**

Community-based planning has been under way in communities across the City for years. Volunteers and staff involved with family resource centers, health clinics, child care centers, faith-based groups, youth education and mentoring programs, regional centers, and the like,

are working with each other and with community groups to expand and enhance the quality of services they provide.

This framework builds on the existing infrastructure. But it requires that public and private service providers, community leaders, advocates, parents, youth and funders to come together and set goals that go beyond their specific interests. It challenges them to agree on priorities and desired results for their neighborhoods, and to identify available resources

that can be used in more effective ways. The Commission’s NN4Ks and the DONE Neighborhood Councils should be models for such efforts.

At the regional level, county service planning area (SPA) councils in the Metro (SPA 4), San Fernando (SPA 2), West (SPA 5), South Los Angeles (SPA 6) and the Harbor (SPA 8) areas should become a link to county services and policy makers for City communities located within the respective SPAs.

**Partnerships Required**

The Commission is well positioned to play a catalytic role. It will continue to serve as a facilitator, convenor, and advocate to help coordinate joint action plans, direct resources to a common agenda, build the partnerships necessary to sustain local efforts, and develop citywide data required to track progress over time. Successful implementation, therefore, depends on the active involvement of many partners at multiple levels, including, but not limited to the following:

- Mayor’s Office
- City Council Members and Staff
- Interdepartmental Team4Kids
- Neighborhood Networks4Kids
- Youth Council
- Child Care Committee and Agencies
- City Departments and Agencies
- City Commissions and Advisory Groups
- LAUSD and Schools
- County & Other Public Agencies
- Colleges and Universities
- Private Sector Service Providers
- Community Organizations
- Parents and Parent Associations
- Block Clubs and Neighborhood Groups
- Community Development Corporations



- Businesses
- Children and Families First, Proposition 10 Commission
- Private Foundations

## **Interdepartmental Team4Kids (IT4K)**

The IT4K was established by the Commission to serve as an organized mechanism for interdepartmental collaboration and communication. Composed principally of Department Managers, it serves as a forum for departments to exchange information, coordinate their programs around citywide goals, reduce duplication of effort, and eliminate the operational barriers to creating a more comprehensive and integrated service system. Members of the IT4K understand operational challenges, budgets, and have enough power and resources to address increased efficiency in public policy development, youth leadership and participation, child care, public health and NN4K. The IT4K should be reconvened to develop an action plan for implementation of the short-term focus on child safety.

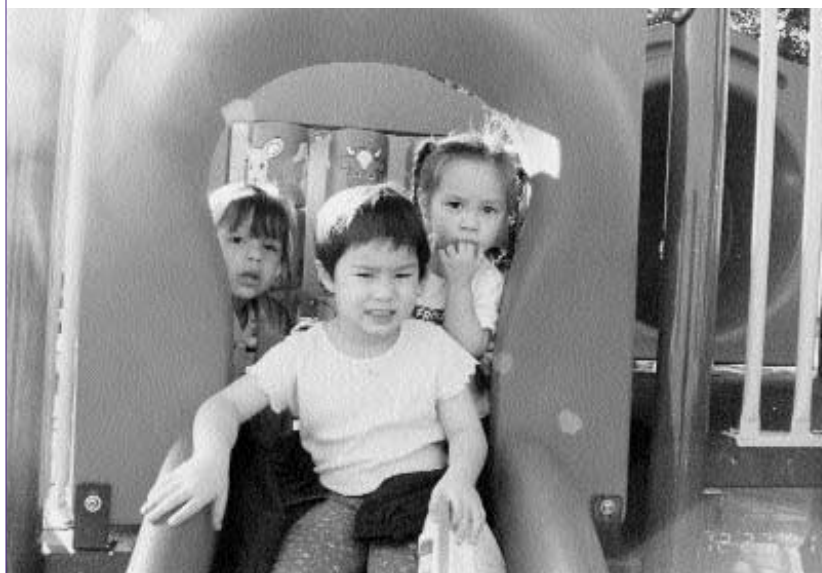
Key participants in the IT4K and the Neighborhood Networks4Kids are: Recreation and Parks, Library, Cultural Affairs, Housing Authority, Housing Department, Los Angeles Police Department, Los Angeles Fire Department, Community Development Department, Department of Neighborhood Empowerment, LA’s BEST and the Los Angeles Neighborhood Initiative. A representative of the Los Angeles Unified School District and the Los Angeles County Children’s Planning Council may also be invited to participate.

## **Neighborhood Networks4Kids (NN4K)**

NN4K, in close collaboration with City Council offices, brings together residents, youth, schools, local businesses and others with City agencies to work as a team to create – or strengthen – the local infrastructure necessary to ensure that a full range of services and support are available for children and youth in that community. Their purpose is to bring private

and public sectors together to build a collaborative team approach to strengthen and create healthier neighborhoods.

The ultimate goals are: 1) to increase utilization and coordination of city, county, school and community resources and facilities, and 2) to involve community residents, including youth in building a stronger local infrastructure for problem solving and improvement of the quality of life. NN4Ks in some communities are already building safe “corridors” for children, using existing City and neighborhood resources (e.g. Kids Watch, Safe Houses, Kiss and Go, Safe Passages, etc.). The IT4K assists the Networks



by leveraging existing resources and/or identifying and attracting new resources, providing staff support and/or technical assistance to the neighborhoods in which Networks are established.

The Commission has worked through its NN4K communities, child care programs and service partners to ensure resident participation in the planning and organization of Neighborhood Councils. Working with DONE provides an opportunity to broaden community participation, and to link various efforts in local neighborhoods to a broader citywide agenda while respecting the unique character and organization of local communities.

**Next Steps**

The complexity of reaching consensus on a citywide agenda, and building trust among the many participants required to implement this plan, will be a challenge. It is our strong belief that this major undertaking is possible because it focuses on children, youth and families – with each agency making a



unique contribution to shared goals. With the combined leadership of the Mayor, members of the City Council, Department Managers and community leaders already engaged in the NN4Ks and other citizen advisory groups, we can achieve a great deal. Thoughtful and coordinated implementation can produce results at the individual program level, at the department level, and across agencies and systems in the City.

To realize the City’s *Vision for Every Child*, implementation

approaches will be required that reach across all departments. With the support of the Commission, priorities can be set for each stage of implementation, and an annual review of the long-term desired results can eventually be incorporated into the implementation strategy.

The Commission recommends the following actions to the **Mayor and City Council**, which include some recommendations found in the original “LA4KIDS” report:

1. Adopt and promote the Vision for Every Child:
2. Adopt the *Guidelines for a Family-Friendly City* and instruct every department and City agency to follow these guidelines in their planning and decision-making.
3. Adopt the five long-term outcome areas as the framework for planning and service delivery for children, youth and families in the City of Los Angeles:
  - **Good Health:** Children are born healthy and grow up healthy
  - **Safety and Survival:** Children are safe and secure in their homes and communities
  - **Economic Well-Being:** Children live in families with adequate economic resources to meet their needs
  - **Social and Emotional Well-Being:** Children are valued and nurtured by their families and communities
  - **Achievement & Workforce Readiness:** Children are prepared to succeed in school and youth are prepared to enter the workforce.

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*These outcome areas are positive expressions of child well-being and focus on the whole child, rather than on the parts served by specific service systems.*

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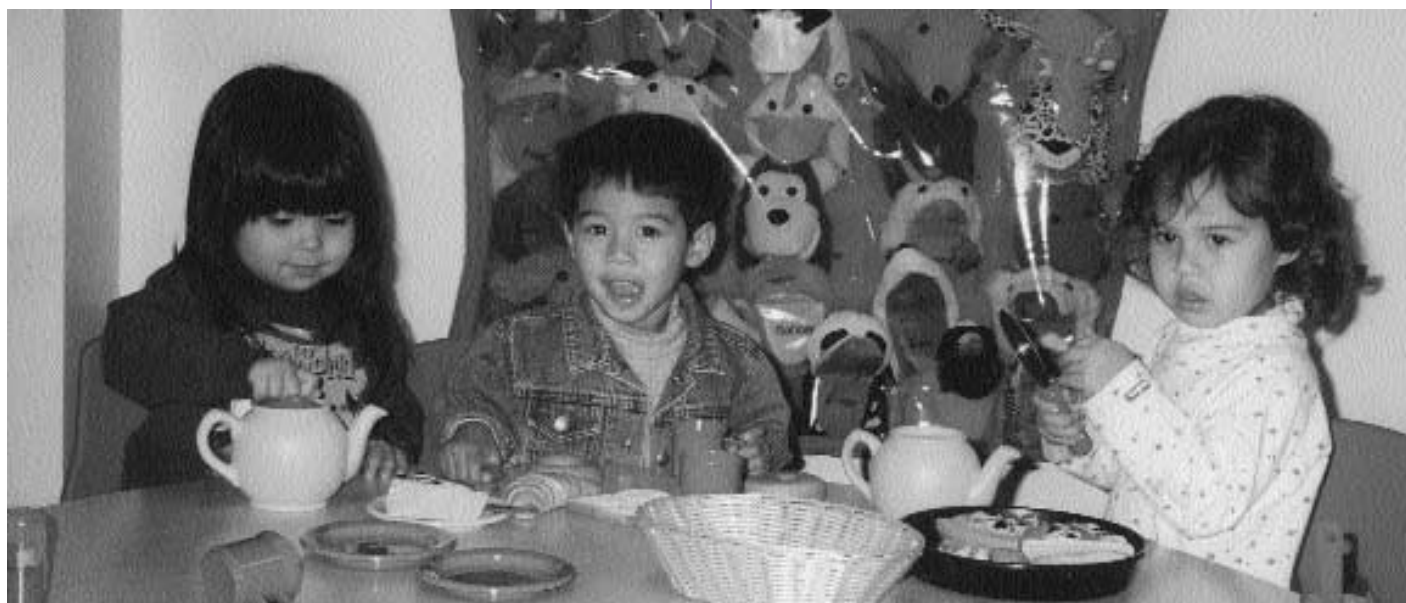
4. Reconvene the Interdepartmental Team4Kids to develop joint action, explore possible program coordination, reduce duplication and identify resources required to implement the priority focus on “child safety”:

- Children are safe and secure in supportive communities
- Young people are welcomed in and contribute to their communities’ decisions and activities
- Families have access to, and a way of paying for high quality child care where children thrive.

6. Ensure wide inclusion of community residents, organizations and key leaders in the business sector, in implementation planning and related activities.

7. Coordinate the establishment of Neighborhood Networks4Kids with the effort to establish Neighborhood Councils to maximize resident participation in building healthy and supportive communities for children and families.

8. Organize a citywide campaign to inform all families about available City opportunities, support services, and activities in their community.



Initiate a coordinated effort to develop realistic departmental action plans that will include financial strategies to redirect resources in existing budgets, if necessary, to accomplish the “child Safety” goals by FY2005.

Identify resources to provide technical assistance and facilitation support to City departments and community organizations involved in joint efforts/partnerships.

5. Work with the Los Angeles Unified School District, county government and other public agencies to develop joint strategies for leveraging resources to support child safety goals.

9. Instruct appropriate City agencies to work in collaboration with the Commission to develop the data-gathering and information systems, indicators and evaluation protocols necessary to track the conditions of children and families in the City on an annual basis, across agencies and programs, as an operational priority.

10. Analyze and track child and family expenditures in the City budget to create a Children’s Budget, similar to the Los Angeles County model.

11. Recognize and celebrate outstanding accomplishments on behalf of children, youth and their families in the City of Los Angeles.





SECTION IV  
CONCLUSION

Many City employees and community programs contribute positively to the lives of children in the City every day. But the difficult work of transforming the various systems into a more integrated, responsive and accountable network to support children, youth and families is still before us.

This strategic framework provides a vision for the future of Los Angeles. It challenges us to move away from silo thinking about turf and control, to choices motivated by a shared vision, shared beliefs and equitable distribution of resources based on need. There is a role for everyone to play. The Commission for Children, Youth and Their Families is committed to the task of building genuine collaboration among public and private sector agencies and community-based organizations.

Our future demands that we look at children and our young people as precious assets. That we make a greater investment – of time and resources-in our future, while we can.

### Acknowledgements

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SECTION V  
APPENDICES

## A Profile of the Children of the City of Los Angeles, Executive Summary

### Limitations of Data

The Commission recognizes that the population and data values used in this profile are estimates, not actual numbers. Percentages were applied by zip code to arrive at values by council district (see methodology example in Definitions of Measures and Data Sources of the “Children’s Data Report”). Council district boundaries are based on files obtained from the Los Angeles County Urban Research Division. Zip code statistics to show social, education and economic conditions come from various state and county public agencies for the most recent year for which data are available.

Additional population and school data for the City and for each of the 15 Council Districts can be found in the “Children’s Data Report,” a companion document to this report. Findings are organized around five long-term “outcome areas”: Good Health, Safety and Survival, Economic Well-Being, Social and Emotional Well-Being, and Achievement and Workforce Readiness. These long-term desired results for children serve as an “umbrella” under which indicators of well-being can be tracked from year to year. (A preview version of the 2001 Score Card can be found in Appendix B.)

### Demographics

The City population continues to grow. It expanded from 3,485,398 residents in 1990 to 3,694,820 in 2000, a 6% increase of almost 210,000.

- Of the City’s approximate 3.7 million people, nearly 1 million (981,388) are children and youth under 18 years of age. While the overall population, by definition is distributed, the population of children in each Council District varies, ranging from a low of 40,000 in Council District 5 to approximately 94,000 in Council District 7. Approximately 27% of the total population is age 17 or younger, a proportion that ranges from 16% in Council District 5 to 36% in Council District 9.
- Adults (18 years or older) in the City of Los Angeles (2,713,432) account for approximately 40% of the total County adult population. Children and youth in the City of Los Angeles (981,388) account for approximately 37% of Los Angeles County’s population under age 18 (2,667,852).

Because the Commission has relied on available data, this profile paints a largely negative picture for the City’s children. Indicators of children’s and families’ social and emotional well-being are particularly difficult to find. The Commission’s hope is that by making this type of information more readily available, we can begin to identify, and collect more comprehensive data and develop indicators that provide a more accurate and well-rounded picture of the conditions of all children in the City.

AGE GROUPS Los Angeles City Council Districts, 2000								
Council District	Age 0-17			Age 18 and Over			Total Population	
	Total	Percent of Population	Percent of City	Total	Percent of Population	Percent of City	Total	Percent of City
1	67,238	30.3%	6.9%	154,927	69.7%	5.7%	222,165	6.0%
2	75,008	27.8%	7.6%	194,538	72.2%	7.2%	269,546	7.3%
3	65,257	25.3%	6.6%	193,047	74.7%	7.1%	258,304	7.0%
4	43,040	17.2%	4.4%	207,665	82.8%	7.7%	250,705	6.8%
5	40,411	15.9%	4.1%	213,555	84.1%	7.9%	253,966	6.9%
6	45,175	18.8%	4.6%	195,175	81.2%	7.2%	240,350	6.5%
7	93,799	35.3%	9.6%	172,052	64.7%	6.3%	265,851	7.2%
8	74,572	31.6%	7.6%	161,251	68.4%	5.9%	235,823	6.4%
9	86,129	35.8%	8.8%	154,450	64.2%	5.7%	240,579	6.5%
10	64,942	27.6%	6.6%	170,511	72.4%	6.3%	235,453	6.4%
11	52,885	20.6%	5.4%	203,511	79.4%	7.5%	256,396	6.9%
12	63,541	25.0%	6.5%	190,964	75.0%	7.0%	254,505	6.9%
13	61,384	26.1%	6.3%	173,549	73.9%	6.4%	234,933	6.4%
14	66,037	29.1%	6.7%	161,243	70.9%	5.9%	227,280	6.2%
15	81,970	32.9%	8.4%	166,994	67.1%	6.2%	248,964	6.7%
Total:	981,388	26.6%	100.0%	2,713,432	73.4%	100.0%	3,694,820	100.0%

Source: U.S. Census Bureau, 2000 Census – Age 18 and Over Age 0 - 17 Total Population

YOUTH RACE/ETHNIC GROUPS (PERCENTAGES) Los Angeles City Council Districts, 2000									
Council District	Percent of Total Youth (age 0-17)								Total
	African American	American Indian	Asian	Latino	Pacific Islander	White	Other	Multi-Racial	
1	1.9%	0.3%	10.1%	84.3%	0.0%	2.3%	0.1%	0.9%	100.0%
2	4.2%	0.3%	7.8%	62.0%	0.1%	21.9%	0.2%	3.4%	100.0%
3	4.3%	0.2%	9.3%	45.2%	0.1%	36.3%	0.3%	4.3%	100.0%
4	5.2%	0.2%	18.0%	43.7%	0.0%	27.7%	0.5%	4.6%	100.0%
5	4.0%	0.2%	4.1%	21.8%	0.1%	63.3%	0.7%	5.8%	100.0%
6	21.0%	0.2%	5.9%	37.9%	0.2%	29.1%	0.5%	5.3%	100.0%
7	4.1%	0.2%	2.8%	87.8%	0.1%	3.8%	0.1%	1.1%	100.0%
8	44.0%	0.2%	0.4%	52.7%	0.1%	1.1%	0.3%	1.2%	100.0%
9	16.4%	0.2%	0.3%	81.0%	0.0%	1.3%	0.2%	0.5%	100.0%
10	24.1%	0.2%	7.5%	62.7%	0.1%	3.3%	0.4%	1.8%	100.0%
11	3.5%	0.2%	6.0%	35.9%	0.1%	49.4%	0.4%	4.5%	100.0%
12	5.0%	0.2%	13.3%	39.3%	0.1%	37.2%	0.3%	4.4%	100.0%
13	2.2%	0.3%	11.8%	74.7%	0.1%	8.3%	0.3%	2.5%	100.0%
14	1.7%	0.3%	6.7%	85.8%	0.1%	4.1%	0.2%	1.2%	100.0%
15	17.0%	0.3%	2.8%	67.0%	0.4%	10.1%	0.2%	2.2%	100.0%
Total:	11.0%	0.2%	6.6%	62.3%	0.1%	16.9%	0.3%	2.6%	100.0%

Source: U.S. Census Bureau, 2000 Census

- The City of Los Angeles has no racial or ethnic majority: Among all City residents, 47% are Latino, 30% are White, 11% are African-American, 10% are Asian, 2% are “multi-ethnic”, 0.2% are American Indian, 0.2% are “other”, and 0.1% are Pacific Islanders. Each of the fifteen Council Districts has a different racial/ethnic composition. For example, in approximately half (7) of the City’s fifteen districts no one ethnic group constitutes a majority (more than 50% of the population); in eight districts there is a majority group.
- The percentage of African-American and Asian residents citywide is similar at 11% and 10% respectively. However, the African-American population is mostly concentrated in five council districts, with over half of the City’s African-Americans living in three of these five districts. However, the Asian population is spread over most of the City’s Council Districts representing 10% or more of the population in nine of the districts. The Latino population, while predominant in the majority of districts, represents just one-quarter or less of the population in one third of the districts.

**Good Health**

- There were 6,952 births to teenage women (under age 20) in 1999. Citywide, 64% of all births to teens were among females under the age of 17. Births to teens represented 11.5% of all live births in the City. This percentage varied from a low of 3.6% in Council District 5 to 17.6% in Council District 9. In nine districts, the rate of births to women under 20 was above 11%.
- There were 356 infant deaths in Los Angeles in 1999. Infant deaths comprised over half (55%) of all deaths of children under age 20. Infant mortality was 5.9 per 1,000 live births citywide. The rate varied from a high of 7.1 per 1,000 live births in Council District 14 to 3.6 in District 13.

- Including the infant deaths cited above, there were 645 deaths of children and youth in 1999. Forty-five percent of these deaths were children and youth older than one year; Of these, 22% were between 1 and 4 years of age, 14% were children 5-9 years, 18% were children 10-14 years, 24% were youth age 15-17, and 21% were youth age 18-19.
- In 1996, almost one-third (31%) of all sexually transmitted disease cases in Los Angeles were among youth (ages 10-19).

**Safety and Survival**

Many of the City’s young people have been involved in crime and/or violence. Available data provides a picture of the most extreme behaviors, indicating how many youths are in the justice system or have encounters serious enough to become the focus of law enforcement activities. Over 9,800 of the City’s youth were on probation in 1999. Youth 16-18 years of age represented approximately 75% of the active caseload.

PROBATION CASELOAD Los Angeles City Council Districts		
Council District	As of Oct. 1, 2001	
	Juvenile Probation Caseload*	% of City
1	538	5.5%
2	867	8.8%
3	450	4.6%
4	385	3.9%
5	291	3.0%
6	304	3.1%
7	726	7.4%
8	1,188	12.1%
9	1,261	12.8%
10	645	6.6%
11	288	2.9%
12	491	5.0%
13	446	4.5%
14	854	8.7%
15	1,077	11.0%
<b>Total:</b>	<b>9,811</b>	<b>100.0%</b>

\*Active supervision cases of persons up to age 21. Youth age 16-18 years account for approximately 75% of the active caseload.

Source: Los Angeles County Department of Probation; Los Angeles County Department of Health Services, Alcohol & Drug Program

- It is not known from the statistics available how many youth were incarcerated or paroled for violent offenses. However, it is known that in 1999 there were 69 homicides among youth (through age 19). There were 45 homicide deaths among young people under age 18 and 41 of these deaths involved firearms. There were an additional 24 homicide deaths among persons ages 18 and 19, and 23 of these homicides involved firearms.
- The total number of homicides committed by youth under the age of 18 in Council Districts 8,

9, 14 and 15 represented two-thirds of all homicides by youth in the City.

### Economic Well-Being

The high percentage of children living in very low income households continues to present serious problems, both for children and families, and for the future of the City. Many of these children will remain poor because their parents aren't qualified for jobs that offer more than a minimum wage or part-time work. (L.A. COUNTY CHILDREN'S SCORE CARD 1998)

HOUSEHOLD INCOME Los Angeles City Council Districts, 1998										
Council District	Households								Total Households	% of City
	Less than \$15,000	% of City	\$15,000 - \$34,999	% of City	\$35,000 - \$74,999	% of City	\$75,000 and up	% of City		
1	19,611	7.4%	22,040	6.3%	14,684	3.9%	5,032	2.0%	61,367	4.9%
2	15,953	6.1%	28,487	8.2%	34,783	9.1%	17,503	6.9%	96,726	7.8%
3	9,700	3.7%	17,991	5.2%	30,013	7.9%	23,674	9.3%	81,378	6.5%
4	28,435	10.8%	36,932	10.6%	33,703	8.9%	19,813	7.8%	118,883	9.5%
5	19,430	7.4%	28,566	8.2%	39,688	10.4%	40,205	15.8%	127,888	10.3%
6	13,440	5.1%	21,589	6.2%	33,887	8.9%	28,968	11.4%	97,884	7.9%
7	8,008	3.0%	14,606	4.2%	20,342	5.3%	7,974	3.1%	50,931	4.1%
8	24,174	9.2%	22,163	6.4%	16,501	4.3%	5,180	2.0%	68,018	5.5%
9	25,995	9.9%	22,532	6.5%	11,827	3.1%	2,389	.09%	62,742	5.0%
10	22,171	8.4%	26,593	7.6%	21,249	5.6%	7,951	3.1%	77,965	6.3%
11	11,743	4.5%	20,444	5.9%	31,294	8.2%	39,077	15.4%	102,558	8.2%
12	8,137	3.1%	15,623	4.5%	29,524	7.8%	30,519	12.0%	83,804	6.7%
13	20,083	7.6%	25,431	7.3%	18,701	4.9%	7,210	2.8%	71,425	5.7%
14	18,814	7.1%	23,743	6.8%	20,191	5.3%	7,123	2.8%	69,871	5.6%
15	17,627	6.7%	21,164	6.1%	23,887	6.3%	11,316	4.5%	73,993	5.9%
<b>Total:</b>	<b>263,322</b>	<b>100.0%</b>	<b>347,903</b>	<b>100.0%</b>	<b>380,275</b>	<b>100.0%</b>	<b>253,933</b>	<b>100.0%</b>	<b>1,245,432</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2000

**PERSONS LIVING BELOW POVERTY LEVEL – 100% AND 200% (ESTIMATE\*)**  
**Los Angeles City Council Districts, 1999**

Council District	Total Persons				Youth (Age 0-17)			
	Below 100% of Poverty Level	Percent	Below 200% of Poverty Level	Percent	Below 100% of Poverty Level	Percent	Below 200% of Poverty Level	Percent
1	109,790	39.0%	220,778	78.4%	41,299	47.0%	75,641	86.0%
2	47,777	18.3%	102,217	39.2%	19,605	28.2%	36,806	53.0%
3	25,129	11.3%	55,827	25.1%	7,825	15.5%	14,910	29.5%
4	50,060	21.6%	108,576	46.8%	14,298	31.4%	26,460	58.1%
5	27,343	13.3%	56,055	27.3%	4,817	14.8%	9,100	27.9%
6	37,724	16.5%	80,260	35.2%	12,161	25.7%	22,120	46.7%
7	70,858	26.4%	149,086	55.5%	31,553	33.8%	59,649	64.0%
8	85,470	35.8%	169,952	71.2%	33,475	45.5%	60,589	82.3%
9	125,747	44.7%	245,173	87.2%	52,501	50.9%	95,347	92.4%
10	76,871	30.4%	160,883	63.6%	27,165	39.6%	51,068	74.5%
11	28,271	12.7%	62,791	28.1%	8,933	19.9%	16,872	37.7%
12	22,768	10.0%	49,005	21.6%	7,213	14.4%	13,554	27.1%
13	82,658	31.4%	173,141	65.8%	28,975	40.9%	54,402	76.7%
14	90,613	31.7%	185,364	64.9%	37,291	41.6%	68,436	76.3%
15	76,941	29.4%	153,429	58.5%	33,283	39.5%	59,272	70.4%
<b>Total:</b>	<b>958,019</b>	<b>25.7%</b>	<b>1,972,538</b>	<b>52.8%</b>	<b>360,395</b>	<b>35.6%</b>	<b>664,226</b>	<b>65.6%</b>

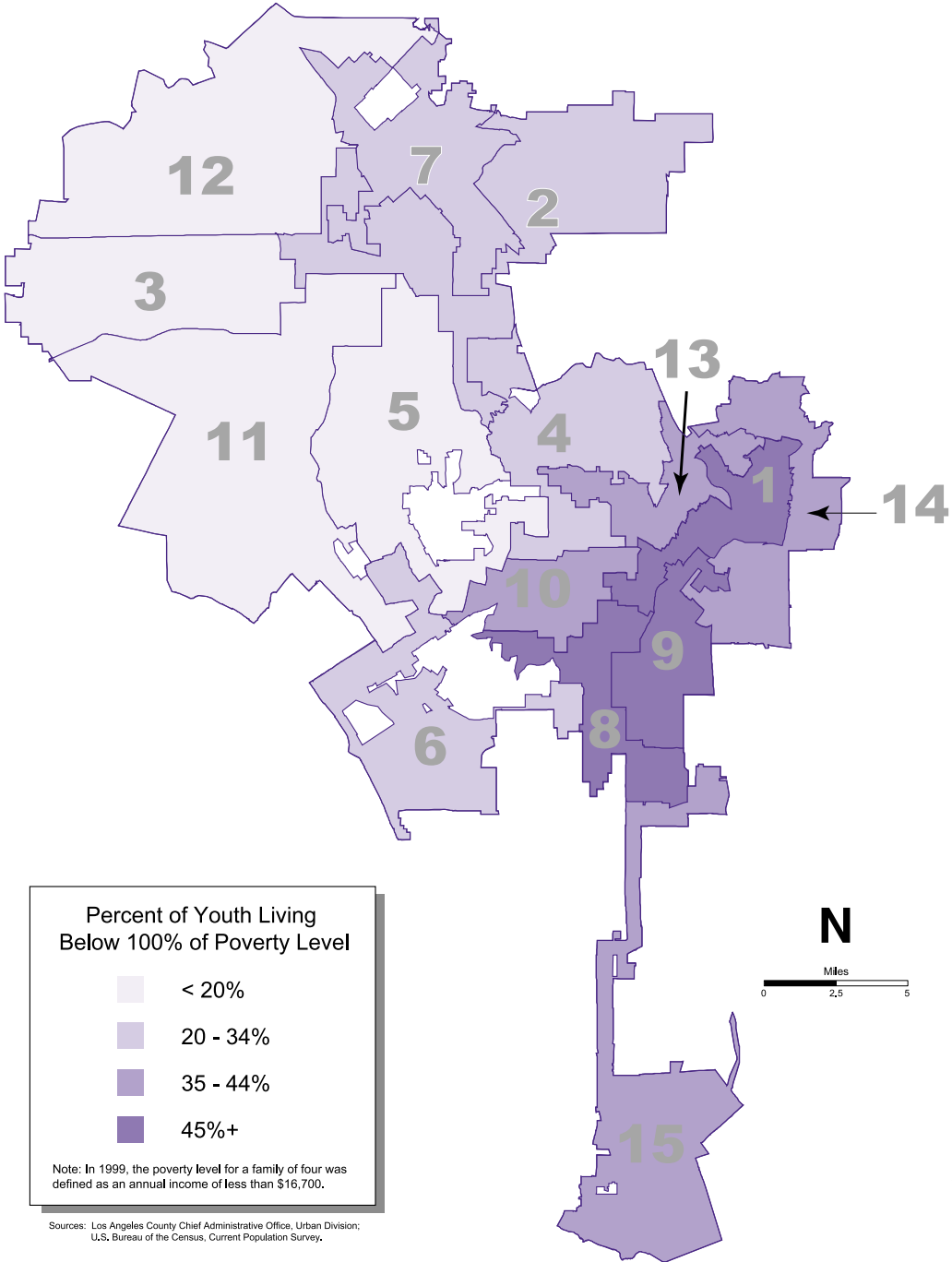
\*Estimates are usually more reliable for larger geographic areas. Smaller areas may show random year-to-year fluctuations where an estimate is based on a relatively small sample.  
 Sources: Los Angeles County Chief Administrative Office, Urban Research Division; U.S. Census Bureau, 2000 Census, Current Population Survey

- The City of Los Angeles has a large proportion of adults and youth living in poverty. Over half of all Los Angeles residents live in poverty: 26% live in extreme poverty – below 100% of the Federal Poverty Level\* (FPL), and an additional 27% have incomes between 100% and 200% of poverty. Council Districts ten (87%), one (78%) and eight (71%) have the highest proportion of residents living below 200% of poverty.
- Two-thirds (66%) of children and youth (under age 18) live below 200% of poverty, 36% live in extreme poverty (below 100% FPL). Extreme poverty among children and youth is concentrated among the City’s Black and Latino youth: 42% of Latino and 40% of African American. In addition, 27% of American Indian, 21% of Asian/Pacific Islander, and 10% of White children live in extreme poverty (below 100% FPL).

- As of January 1998, there were 653,791 recipients of CalWORKS public assistance (or welfare) in the City. Over 220,000 (or about three-quarters) of CalWORKS recipients are single parents.
- A profile of public school students in 1999-2000 revealed both economic challenges and supports. Many students and their families were receiving some form of public assistance. Among elementary school students, 28% had families enrolled in CalWORKS and 83% received free or reduced-price meals in school. Among middle school students, 24% had families enrolled in CalWORKS and 70% received free or reduced-price meals. Among high school students, 18% had families enrolled in CalWORKS and half (55%) received free or reduced-price meals.

\* In 1999, the corresponding annual income at 100% of FPL for a family of four was \$16,895 per year.

### YOUTH LIVING BELOW 100% OF POVERTY LEVEL - 1999 By Los Angeles City Council District



City of Los Angeles Commission for Children, Youth & Their Families  
City Hall, Los Angeles, 90012

Produced by Rebecca A. Nanyhal, September 2001

**Social and Emotional Well-Being**

- Approximately 68% of the City’s children under age 18 live in households headed by two married parents, 25% live in households headed by females, and 8% live in households headed by males. The percentage of children living in households headed by married parents ranges from 51% in District 8 to 77% in District 12. The percentage of children living in female-headed households ranges from 17% in District 12 to 40% in District 8. Not surprisingly, the percent of children living in male-headed households was much lower, accounting for less than 10% of all households. Percentages of male-headed households ranged from 6% in District 12 to 9% in District 13.
- As of February 1997, 28,982 City children were involved in the County’s child abuse and neglect system (the Department of Children and Family Services or DCFS). The number of abused and

neglected children in Council Districts ranged from 669 in District 11 to a high of 4,862 in District 9. Of these, 17% of the cases received emergency response services, 18% were receiving family maintenance services, 22% were receiving family reunification services, and 43% of the children were in permanent out-of-home placement.

- Approximately 30% of the City’s children in the DCFS child abuse and neglect caseload were under the age of 5; 46% were between the ages of 5 and 12.

**Achievement and Workforce Readiness**

There are 544 public schools in the City of Los Angeles: 369 elementary schools, 59 middle schools, and 48 high schools. An additional 68 schools are alternative, special education, opportunity schools or continuation schools.

FAMILY STRUCTURE Los Angeles City Council Districts, 2000											
Council District	Families with Children Under 18									Total Families	% of City
	Married			Male Headed			Female Headed				
	Total	Percent	% of City	Total	Percent	% of City	Total	Percent	% of City		
1	17,771	64.6%	6.2%	2,459	8.9%	7.3%	7,268	26.4%	6.9%	27,498	6.4%
2	24,299	71.5%	8.4%	2,871	8.4%	8.6%	6,814	20.1%	6.5%	33,984	8.0%
3	23,551	74.3%	8.2%	2,278	7.2%	6.8%	5,866	18.5%	5.6%	31,695	7.4%
4	15,942	69.2%	5.5%	1,730	7.5%	5.2%	5,353	23.2%	5.1%	23,025	5.4%
5	16,736	74.6%	5.8%	1,388	6.2%	4.1%	4,321	19.3%	4.1%	22,445	5.3%
6	15,397	66.1%	5.3%	1,738	7.5%	5.2%	6,152	26.4%	5.9%	23,287	5.5%
7	24,710	72.8%	8.6%	2,634	7.8%	7.8%	6,592	19.4%	6.3%	33,936	7.9%
8	14,425	50.9%	5.0%	2,456	8.7%	7.3%	11,437	40.4%	10.9%	28,318	6.6%
9	18,376	62.1%	6.4%	2,640	8.9%	7.9%	8,591	29.0%	8.2%	29,607	6.9%
10	17,917	59.8%	6.2%	2,616	8.7%	7.8%	9,442	31.5%	9.0%	29,975	7.0%
11	21,012	76.1%	7.3%	1,799	6.5%	5.4%	4,813	17.4%	4.6%	27,624	6.5%
12	23,369	76.8%	8.1%	1,849	6.1%	5.5%	5,197	17.1%	5.0%	30,415	7.1%
13	17,983	65.4%	6.2%	2,511	9.1%	7.5%	7,006	25.5%	6.7%	27,500	6.4%
14	17,184	67.4%	5.9%	1,939	7.6%	5.8%	6,358	25.0%	6.1%	25,481	6.0%
15	20,169	62.1%	7.0%	2,665	8.2%	7.9%	9,655	29.7%	9.2%	32,489	7.6%
<b>Total:</b>	<b>288,841</b>	<b>67.6%</b>	<b>100.0%</b>	<b>33,574</b>	<b>7.9%</b>	<b>100.0%</b>	<b>104,867</b>	<b>24.5%</b>	<b>100.0%</b>	<b>427,282</b>	<b>100.0%</b>

Source: U.S. Census Bureau, 2000

- Nearly 574,000 City children and youth are enrolled in public schools in Los Angeles. Over half (52%) are elementary school students, 25% are in high school, 19% are in middle school, and approximately 3% are enrolled in some form of alternative or special education.
- Two-thirds (67%) of students are Latino, 14% are African-American, 12% are white, 7% are Asian/Pacific Islander, and 0.3% are American Indian. Almost half (44%) of students are “English Learners,” meaning that they have

limited English proficiency. Elementary schools have the largest proportion of English Learners at 57%.

- Of the 22,521 high school graduates in 1999-2000, 40% (10,233) had completed the academic courses required for UC/CSU admission and 45% took the SAT examinations. At the same time, an estimated 5% of 9th through 12th grade students dropped out of school in 1999-2000. The four-year dropout rate is approximately 21%.

## HIGH SCHOOL ACHIEVEMENT DATA Los Angeles Unified School District, 1999-2000

High School	4-Yr. Dropout Rate	1-Yr. Dropout Rate	Total Graduates	College Prepared Graduates	Percent College-Prepared	Average Verbal/Math SAT Score	Percent Taking the SAT	Rate of V/M Score >=1,000
<b>District 1</b>								
Belmont Senior High	23.1	6.1	560	167	29.8%	815	30.8%	4.8
City of Angels (Indep. Study)	22.9	6.4	577	—*	—*	—*	0.0%	0.0
Downtown Business High	4.2	1.1	223	82	36.8%	867	56.7%	10.6
Franklin (Benjamin) Senior High	9.3	2.4	492	191	38.8%	777	50.8%	4.8
Lincoln (Abraham) Senior High	18.9	4.9	325	315	96.9%	827	38.4%	7.1
Los Angeles Unified Alternative Education	0.0	0.0	222	15	6.8%	—*	—*	—*
<b>District 2</b>								
Francis (John H.) Polytechnic	18.5	4.7	586	379	64.7%	832	35.4%	5.3
North Hollywood Senior High	14.1	3.8	619	223	36.0%	952	64.0%	25.5
Verdugo Hills Senior High	12.4	3.2	327	273	83.5%	870	41.2%	9.3
<b>District 3</b>								
Birmingham Senior High	28.6	8.1	546	301	55.1%	930	42.3%	14.9
Canoga Park Senior High	15.6	4.0	231	—*	0.0%	931	34.2%	11.4
Cleveland (Grover) High	12.0	3.2	487	215	44.1%	1,007	62.1%	32.2
El Camino Real Senior High	9.3	2.2	692	325	47.0%	1,067	57.3%	35.0
Reseda Senior High	7.8	1.9	386	107	27.7%	947	46.9%	18.3
Sherman Oaks Ctr. for Enriched Studies	1.1	0.2	170	113	66.5%	1,015	62.0%	33.0
Valley Magnet	4.3	1.0	33	—*	0.0%	859	54.6%	12.1
<b>District 4</b>								
Hollywood Senior High	3.3	1.0	341	—*	—*	838	30.1%	5.7
Marshall (John) Senior High	19.7	5.2	754	273	36.2%	872	38.1%	9.7
<b>District 5</b>								
Fairfax Senior High	26.9	7.6	423	176	41.6%	902	49.6%	12.3
Grant (Ulysses S.) Senior High	31.4	8.4	509	239	47.0%	945	43.0%	15.4
Hamilton (Alexander) Senior High	9.7	2.5	504	269	53.4%	992	52.7%	26.5
<b>District 6</b>								
Venice Senior High	28.5	7.6	434	192	44.2%	965	39.0%	16.4
Westchester Senior High	6.2	1.4	408	91	22.3%	881	65.1%	17.6

Note: Data are listed by the district where the school is located, even though some students may live outside the district.

Source California Department of Education

\*Data not available

(continued)

**HIGH SCHOOL ACHIEVEMENT DATA**  
**Los Angeles Unified School District, 1999-2000**  
(continued)

High School	4-Yr. Dropout Rate	1-Yr. Dropout Rate	Total Graduates	College Prepared Graduates	Percent College- Prepared	Average Verbal/Math SAT Score	Percent Taking the SAT	Rate of V/M Score ≥1,000
<b>District 7</b>								
San Fernando Senior High	14.3	3.7	716	296	41.3%	855	26.7%	5.0
Sylmar Senior High	24.0	5.3	454	161	35.5%	860	39.2%	9.2
<b>District 8</b>								
Crenshaw Senior High	19.0	5.1	421	238	56.5%	754	50.5%	4.0
Fashay Learning Center (K-12)	2.2	0.6	106	93	87.7%	836	67.4%	8.5
Thirty-Second St. USC Performing Arts	3.1	0.7	55	55	100.0%	890	87.5%	21.4
Youth Opportunities Unlimited	63.1	21.6	40	—*	—*	—*	15.8%	0.0
<b>District 9</b>								
Fremont (John C.) Senior High	10.4	2.7	651	195	30.0%	716	31.7%	2.0
Jefferson (Thomas) Senior High	19.7	5.2	405	177	43.7%	752	31.7%	1.9
Manual Arts Senior High	1.8	0.5	454	454	100.0%	740	34.1%	2.0
<b>District 10</b>								
Dorsey (Susan Miller) Senior H	49.1	14.2	256	87	34.0%	764	47.0%	3.4
Los Angeles Center for Enriched Studies	0.0	0.0	195	174	89.2%	1,009	89.5%	45.0
Los Angeles Senior High	38.2	11.0	574	186	32.4%	865	38.9%	9.7
Mid City Magnet (Charter)	23.8	5.6	12	—*	—*	700	100.0%	18.2
<b>District 11</b>								
Palisades Charter High	22.3	5.6	447	204	45.6%	1,059	64.5%	38.8
Taft (William Howard) Senior High	4.7	1.2	552	241	43.7%	997	54.3%	25.2
University Senior High	23.0	6.3	431	254	58.9%	992	46.9%	21.1
Van Nuys Senior High	20.5	5.9	580	—*	—*	1,095	46.6%	29.3
<b>District 12</b>								
Chatsworth Senior High	9.4	2.4	615	268	43.6%	987	47.9%	22.5
Granada Hills Senior High	2.0	0.5	643	620	96.4%	1,019	72.0%	38.2
Kennedy (John F.) High	20.5	5.6	488	95	19.5%	902	30.9%	8.7
Monroe (James) High	14.2	3.7	675	278	41.2%	912	31.6%	10.3
<b>District 13</b>								
No High Schools								
<b>District 14</b>								
Bravo (Francisco) Medical Magnet High	2.1	0.5	382	137	35.9%	961	77.4%	34.2
Eagle Rock Junior-Senior High	11.8	3.0	442	204	46.2%	946	52.6%	20.9
Roosevelt (Theodore) Senior High	27.4	6.5	514	161	31.3%	797	40.0%	5.1
Wilson (Woodrow) Senior High	35.6	10.3	423	116	27.4%	796	47.7%	7.7
<b>District 15</b>								
Banning (Phineas) Senior High	42.9	12.9	454	99	21.8%	826	34.5%	4.7
Gardena Senior High	30.5	7.6	424	—*	—*	814	36.5%	5.6
Jordan (David Starr) Senior High	24.1	5.9	293	92	31.4%	694	40.5%	1.7
King/Drew Medical Magnet High	2.0	0.5	70	30	42.9%	857	67.1%	12.3
Locke (Alain Leroy) Senior High	34.7	9.0	190	56	29.5%	732	24.4%	1.7
Narbonne (Nathaniel) Senior High	18.9	4.8	429	194	45.2%	941	43.8%	15.8
San Pedro Senior High	18.1	4.7	492	93	18.9%	1,000	34.2%	18.1

Note: Data are listed by the district where the school is located, even though some students may live outside the district.

Source California Department of Education

\*Data not available

## Data Sources

### California Department of Education, 1999-2000 School Year

- Number of students enrolled in public schools, by type of school
- Racial/ethnic composition of students enrolled in public schools
- Number of students enrolled in Limited English Proficiency program, by type of school
- Number of students whose families are enrolled in the CalWORKS program, by type of school
- Number of students who are receiving free or reduced price meals through the Federal School Lunch Program, by type of school
- Total number of teachers, fully-credential teachers, teachers with less than one year of teaching experience, and the number of computers available for instructional purposes
- Number of high school graduates who have completed the courses required for entrance into a UC or CSU school
- Scholastic Aptitude Test
- Number of students in grades 9-12 who dropped out of school during the 1999-2000 school year

### Claritas, 1998

- Household Income
- Net assets by household

### Los Angeles County Department of Children and Family Services, February 1997

- Number of children in the various programs for the month of February 1997 (Emergency response, Family Maintenance, Family Reunification, Permanent Placement)
- Age composition of children in the child welfare system for the month of February 1997

### Los Angeles County Department of Health Services, 1999

- Number of live births by age of the mother
- Deaths before 12 months of age
- Number of STD cases among both youth and adult populations

- Number of deaths of persons under 20 years, by age group
- Number of deaths among persons under 20 years that were attributed to homicide
- Number of deaths among persons under 20 years where a firearm was used

### Los Angeles County Department of Probation, 2001

- Number of youth under age 21 in the active juvenile probation caseload

### Los Angeles County Department of Public Social Services, January 1998

- Number of persons enrolled in various public assistance programs
- Number and age composition of youth receiving public assistance

### Los Angeles County Urban Research, 1999

- Youth 17 years and younger, and total persons, living below the federal poverty level
- Youth 17 years and younger, and total persons, living below 200% of the federal poverty level
- Race/ethnic composition of youth 17 years and younger living below the federal poverty level
- Age composition of youth 17 years and younger living below the federal poverty level

### Los Angeles Unified School District, School Police, 1999-2000 School Year

- Number of crimes committed on elementary, middle and high school campuses, by type of crime

### U.S. Census Bureau, 2000 Census

- Race/ethnic composition of the total population
- Youth and adult composition of the total population
- Race/ethnic composition of the population age 17 and younger

**LOS ANGELES COUNTY CHILDREN'S PLANNING COUNCIL**  
**Preview of 2001 Children's Score Card**  
**Countrywide Trends, 1995-1999**

All measures are for children 0-17 unless otherwise specified	1995	1996	1997	1998	1999	Percent Change <sup>1</sup>
<b>GOOD HEALTH</b>						
1 Newborns with low birth weight (less than 2500 gm.)	11,270	10,761	10,487	10,408	10,232	-9.2
Percent of newborns with low birth weight	6.5%	6.4%	6.5%	6.6%	6.6%	1.5
2 Infant deaths (less than 365 days)	1,176	999	950	936	841	-28.5
Infant mortality rate- (per 1,000 live births)	6.7	5.9	5.9	5.9	5.4	-19.4
3 Child deaths, ages 1-17	829	770	649	570	617	-25.6
Child death rate — (per 100,000 children ages 1-17)	33.4	30.5	25.1	21.6	23.0	-31.1
4 Percent of women with prenatal care in 1st trimester	79.6%	81.0%	82.5%	83.6%	85.0%	6.8
5 Children with health insurance	na <sup>2</sup>	na	75%	na	80.0%	6.7
— Percent of insured children with Medi-Cal or Healthy Families	na	na	31%	na	33.0%	6.5
6 Children adequately immunized at age 2	52.0%	55.0%	56.0	62.9%	59.8%	15.0
7 Children with elevated blood lead levels, ages 0-6	1,395	1,448	1,214	931	955	-31.5
8 Chlamydial infection, ages 15-19	5,877	6,576	7,406	7,705	8,476	44.2
Chlamydial infection rate — (per 100,000 children ages 15-19)	1179.0	1127.9	1351.2	1148.0	1361.8	15.5
<b>SAFETY AND SURVIVAL</b>						
9 Crimes in public schools	18,343	17,627	17,797	18,267	19,865	8.3
— Drug/alcohol offenses	23.4%	23.2%	24.1%	26.1%	23.5%	0.5
— Crimes against persons	19.9%	21.5%	21.4%	24.3%	25.5%	28.4
— Possession of a weapon	7.5%	7.7%	8.5%	9.2%	7.6%	1.3
— Property crimes	49.2%	47.7%	46.0%	40.3%	43.3%	-11.9
10 Emergency response dispositions for child abuse and/or neglect (DCFS) <sup>3</sup>	185,550	197,784	179,436	157,062	146,583	-21.0
11 Children in out-of-home care — as of Dec. (DCFS)	na	na	na	52,901	48,613	-8.1
12 Misdemeanor arrests, ages 10-17	22,826	26,551	29,020	28,769	27,982	22.6
Misdemeanor arrests rate -(per 100,000 children ages 10-17)	2312.0	2635.3	2831.2	2733.1	2590.7	12.1
13 Felony arrests, ages 10-17	25,678	24,013	22,852	20,390	17,842	-30.5
— Violent offenses	29.7%	30.4%	29.0%	30.5%	32.4%	9.1
— Property offenses	48.9%	48.8%	47.6	46.7%	44.1%	-9.8
— Drug offenses	11.9%	11.1%	12.1%	11.4%	11.0%	-7.6
Felony arrests rate — (per 100,000 children ages 10-17)	2600.8	2383.4	2229.5	1937.1	1651.9	-36.5
14 Accidental deaths	221	201	178	140	16	-27.1
Accidental death rate — (per 100,000 children)	.3	7.5	6.5	5.0	5.7	-31.3
15 Homicide deaths	278	216	169	134	137	-50.7
Homicide death rate — (per 100,000 children)	10.5	8.0	6.1	4.8	4.8	-54.3
<b>ECONOMIC WELL-BEING</b>						
16 Children living in poverty						
— Poor children (<100% Federal Poverty Threshold)	36.8%	35.1%	31.6%	32.9%	29.0%	-21.2
— Near-poor children (<133% Federal Poverty Threshold)	47.0%	44.6%	42.1%	45.1%	33.3%	-29.1
— Low income children (<200% Federal Poverty Threshold)	63.5%	60.6%	58.1%	62.6%	53.9%	-15.1
17 Children supported by CalWORKs	621,037	607,875	552,357	482,079	313,507	-49.5
18 Public school students in subsidized school lunch programs	57.0%	59.0%	59.0%	61.0%	61.3%	7.5
<b>SOCIAL AND EMOTIONAL WELL-BEING</b>						
19 Children placed in adoption (DCFS)	1,035	1,087	1,346	1,728	2,532	144.6
20 Teen births, ages 10-17	8,919	8,218	7,645	7,107	6,616	-25.8
Teen birth rate- (per 1,000 females 10-17 )	18.7	16.9	15.2	13.8	12.5	-33.2
21 Repeat births to teens, ages 15-19	4,831	4,617	4,190	3,993	3,777	-21.8
22 Mother's educational attainment at children's births						
Percent of mothers <18 yrs old w/9th grade or more education	79.9%	80.6%	82.4%	83.0%	84.8%	6.1
Percent of mothers >=18 yrs old w/12th grade or more education	59.9%	60.6%	62.4%	63.4%	64.1%	7.0
<b>EDUCATION/WORKFORCE READINESS</b>						
23 Public school enrollment	1,508,589	1,549,833	1,583,283	1,617,764	1,650,948	9.4
24 Private school enrollment	204,170	205,093	206,247	207,117	210,673	3.2
25 Teacher-student ratio in public schools	24.8	23.9	22.6	21.8	21.4	-13.7
26 Number of computers in public schools	na	na	127,342	152,216	175,697	38.0
27 Number of students per computer in public schools	na	na	12.4	10.6	9.4	-24.2
28 Public school teachers with full credentials	na	na	79.1%	77.0%	75.0%	-5.2
29 California School spending per pupil — % of US average	80.7%	80.7%	83.0%	84.0%	87% <sup>4</sup>	7.8
30 Public school students with Individualized Education Plans (special ed)	147,086	153,764	161,585	169,890	177,761 <sup>4</sup>	20.9
31 Public school students fluent in English	64.3%	64.1%	64.0%	64.9%	65.0%	1.1
32 Public school students reading at appropriate level <sup>5</sup> — 3rd grade	na	na	na	29%	31	6.9
— 9th grade	na	na	na	26%	26%	0.0
33 Public high school graduation rate	59.0%	61.0%	62.0%	65%	67%	13.6
34 Public school student graduates with courses for UC/CSU admission	36.0%	40.0%	40.0%	38.0%	38.0%	5.6
35 Public school graduates taking SAT test	37.0%	38.0%	38.0%	38.5%	38.5%	4.1
36 Public school students' SAT score — average	948	957	962	965	972	2.5

**Footnotes**  
<sup>1</sup> Percent change calculates the percentage of difference in rate, number, or proportion between 1999 and the earliest available data  
<sup>2</sup> na indicates data not available.  
<sup>3</sup> Department of Children and Family Services (DCFS)  
<sup>4</sup> Provisional data  
<sup>5</sup> California Standardized Testing and Reporting (STAR) Program started in 1998

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## Neighborhood Network4Kids

As recommended by the LA4Kids Report, in 1997, the Commission for Children, Youth and Their Families initiated Neighborhood Networks4Kids. The purpose of Neighborhood Networks4Kids is to build collaborative teams that consist of residents, City department representatives, non-profit organizations, schools, and others in order to develop a community strategic plan to improve the immediate neighborhood for children and families. Each Network encapsulates a small geographical area so that the Neighborhood Networks4Kids team may use existing City and community services in order to better facilitate change in the neighborhood. Each Network focuses on identifying potential leaders, training and mentoring community residents. A distinguishing aspect of the Networks is their compositions, in that they are composed 70% of residents and 30% of professionals.

Between 1997 and 2001, the staff has worked in fourteen communities. Each community determines their own strategic plan and implements projects that will strengthen the neighborhood. Our work in each area has included, but is not limited to, completing a community profile, educating and training residents

about available City services, and implementing a Safe Passages Program. Neighborhood Networks4Kids also publishes a community calendar for each area of special events and ongoing programs sponsored by City Departments, schools, and the community. Both their neighborhood citywide.



Networks4Kids has facilitated such projects as community clean ups, Youth Mapping, created a parent run Soccer Club, and organized several Neighbor to Neighbor Dialogue sponsored by the City Human Relations Commission.

As a method of exposing residents to City government, the Neighborhood Networks4Kids established the Civic Awareness Institute. Active Network members participate in a day of training that includes an overview of the history of Los Angeles, a visit to the Council Chambers, an introduction to their Councilmember, and additional visits to the Emergency Operation Center, Parker Center, and other City departments. The day concludes at the office of the Commission, where staff gives an overview of current policy issues affecting children and takes resident input regarding these policies (i.e., Proposition K and Proposition 10).

Because safety is an overriding theme in many communities, one of the most important programs implemented by Neighborhood Networks4Kids is "Safe Passages," a program that enables children to walk to and from school without harm. This program involves engaging residents by developing their leadership skills, and increasing their access and use of City services. The program is also dedicated to informing residents of LAPD procedures and facilitating effective resolution to pending traffic issues. Safe Passages has been implemented at five elementary schools and one middle school. Safe passages has resulted in 493 trained residents, over 100 of whom volunteer on a daily basis to protect children as they walk to and from school.

Neighborhood Networks4Kids will continue into new communities and work to ensure that a full range of activities and services are available to children and families.

## Youth Council

Created in 1996, the Youth Council is composed of 14-19 year old City residents who represent each of the 15 City Council Districts. Each member of the City Council appoints one member and one alternate who reside in their Council District. They serve as advocates of the City's youth by promoting existing City sponsored programs, identifying the need for new programs and activities and by securing the appointment and involvement of young people into the



City's governmental processes. One Youth Council member, who is at least eighteen years of age, is appointed to a seat on the Commission and serves as a voting representative of youth interest.

As the representative of young people in the City and the link between them and City officials, Youth Council members have the opportunity and responsibility to highlight youth needs and the City's response to those needs. The Youth Council serves as a leadership and youth development mechanism for its members as well as other young people in the City.

Previous Youth Council activities have included a youth-led initiative on Charter Reform (2000-20001), a cable television show (1999), and biannual conferences on such topics as crime prevention, communication, education (1996, 1998, 2000). Furthermore, the past Youth Councils have participated in and have been appointed to state wide initiatives on teen pregnancy prevention (2000-present), and have participated in the annual conferences of the National League of Cities (1998, 2000), the Children's Defense Fund (1998) and the Democratic National Convention held in Los Angeles (2001). They regularly provide testimony before public forums, attend community meetings and publish a quarterly newsletter "L. A. Youth Speak Out."

Each year the current members of the Youth Council determine the issues most affecting youth and organize events, projects and presentations around those themes. In 2002-2003, the themes include violence, drugs, issues around sexual activity, intergroup and civic participation. Public forums will be held on four of the issues and a presentation will be made at a Youth Council meeting on intergroup relations.

Throughout the year Youth Council members will be registering young people to vote, recruiting young people to serve on various boards and commissions, especially the newly forming neighborhood councils and inviting key leaders to speak at Youth Council meetings. Scheduled to appear are the mayor, city council members, the chief of police, the general managers of recreation and parks, libraries and others.

In addition to their many activities, members volunteer in support of community activities such as the Library's L.A.Kids READ festival, the Annual Kids Day LA Event, AIDS Walk, the City of Los Angeles Marathon, and the March of Dimes event.

# Commission for Children, Youth and Their Families

Created in September 1995 by the Mayor and City Council.

## **M E M B E R S**

### **Wesley G. Greenwood**

CEO, GREENWOOD, SYLVAIN & GREENWOOD  
*Commission President*

### **Adele M. Yellin**

DESIGN CONSULTANT & CIVIC ACTIVIST  
*Commission Vice-President*

### **Sandra L. Figueroa-Villa**

EXECUTIVE DIRECTOR, EL CENTRO DEL PUEBLO  
*Commission Secretary*

### **Judy Ivie Burton, Ed.D.**

SUPERINTENDENT OF LOCAL DISTRICT B  
LOS ANGELES UNIFIED SCHOOL DISTRICT

### **BongHwan Kim**

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BOARD OF DIRECTORS, U.S. FIGURE SKATING ASSOCIATION;  
MEMBER, JUNIOR OLYMPICS COMMITTEE OF THE U.S. OLYMPIC COMMITTEE

## **IN MEMORY OF VIVIAN WEINSTEIN**

*Vivian Weinstein* served as the founding Chair of the Los Angeles Commission for Children, Youth and Their Families from 1996-2000. She was a tireless advocate for the children and families of Los Angeles, the state and the county for more than half a century. Passionate about social justice and a better future for poor, disabled or forgotten people of all races and creeds, Vivian improved the lives of countless children through her knowledge of social policy and service delivery systems and her legendary skills in child advocacy.

## Glossary

The Commission has adopted the following definitions of commonly used terms found in this document.

**AGENCY** A public or private organization (for-profit or no-for-profit) serving or acting on behalf of others.

**ADVOCACY** Actions taken by an individual or group to influence public policy. At the service level: efforts made on behalf of a client or family to assure that they receive services to which they are entitled.

**ASSESSMENTS** *Needs Assessment* – Systematic evaluation to identify and analyze problems, existing resources, gaps in services, potential solutions and barriers to implementing solutions within a specific geographic area and/or population group.

*Asset Mapping* – Charting the strengths and resources of a community, agency, or neighborhood.

**CAPACITY** The ability or qualifications of an organization, collaborative or community to implement and accomplish its goals.

**COLLABORATION** Joint efforts to achieve common purposes and a common vision by sharing resources, responsibilities and risks across traditional organizational lines.

**COMMUNITY** A place; a population group that has a distinct identity; or a class of people that share a common interest, condition or purpose that may transcend geography.

**DIVERSITY** A range of characteristics that differ among individuals or communities; generally includes race, ethnicity, language, culture, class, age, gender, sexual orientation and physical and mental ability/disability.

**EVALUATION** Qualitative and quantitative activities that offer an impartial assessment about what changes actually occurred and the extent to which agreed-upon outcomes were achieved.

**ETHNICITY** A group identity defined by common political, historical and social experience (shaped by national and geographic origin, race, language and culture) and which people use to categorize themselves and others.

**FAMILY** A group of persons related by birth, marriage, adoption, or from a desire for mutual support; members of a household; a family can be extended or nuclear, have one parent or two parents, be temporary or permanent.

**GOAL** An intended end result stated in broad terms.

**INDICATOR** A measure for which data is available that helps quantify the achievement of a desired outcome.

**INITIATIVES** Organized efforts to improve the lives of children, youth and their families by working comprehensively across service sectors to achieve established results.

**IT4K** “Interdepartmental Team4Kids”, a forum composed principally of City Department Managers to facilitate collaboration, coordination and communication.

**MISSION** A brief and clear statement of an organization’s purpose; its reason for existing.

**NN4K** “Neighborhood Networks4Kids”, local groups, composed of residents, youth and representatives of schools, City agencies, local businesses and others, to ensure that a full range of services and supports are available for children and families in their communities.

**OUTCOME AREAS** Positive statements of child well-being; broad desired end results stated in measurable, attainable terms: Good Health, Safety and Survival, Economic Well-Being, Social and Emotional Well-Being, Achievement and Workforce Readiness.

**OUTCOME** A desired end result and/or change stated in measurable terms, such as: “decrease the number of youth deaths in the City”.

**POLICY** A general statement or understanding which guides thinking and action in decision making; a guideline statement.

**PRINCIPLES** Basic standards or beliefs that shape behavior and/or influence choices.

**STAKEHOLDERS** The individuals and formal or informal networks that are impacted by and have a vested interest in the quality of life of a community, population group or neighborhood.

**STRATEGY** A program of action and deployment of resources to achieve a desired outcome.

**STRATEGIC FRAMEWORK** The vision, principles, desired outcomes and suggested priorities the Commission developed as a foundation for a coordinated action plan to improve the quality of life for all children in the City of Los Angeles.

**SYSTEM** Organizations or agencies that are linked together through the services or products they provide. An interdependent linking of organizations that rely on each other for the exchange of resources.

**VISION STATEMENT** A statement that expresses aspirations to be realized, the best possible future for children in Los Angeles:

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*Every child in Los Angeles should reach adulthood having experienced a safe, healthy and nurturing childhood that prepares him or her to become a responsible and contributing member of the community.*

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